



VSCS Transformation Newsletter (10/24/22)

Transformation Update #41

October 24, 2022

Bringing you the latest updates in the [Vermont State Colleges System's transformation project](#).

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New to the VSC? *The Vermont State College system is engaged in a five-year plan, the first phase of which is to launch the new Vermont State University. This will be comprised of Castleton University, Northern Vermont University, and Vermont Technical College and will be launched July 1, 2023. As we transition into the next phase, Transformation work will also include administrative consolidation across the system. You can read past [Transformation Updates](#), visit [the Transformation website](#), or [the Vermont State University website](#) to learn more.*

Update on VTSU Staffing



Now that most of the VTSU leaders (regular and interim) have been appointed, many have begun working with their staff to identify organizational structures that will best meet the needs identified in the Transformation teams' discovery and design processes. The Admissions and Enrollment Services departments are further along in doing this work than other areas, as they are key to enrolling and admitting the first cohort of VTSU students. The staffing plans for other departments will be rolled out in the coming months.

Some of the plans presented thus far have proposed an increase in staffing. We are conducting return on investment analysis of these plans to assess whether a proposed staffing increase would generate income for the University. We're also benchmarking and using best practices. Transformation is a comprehensive and multi-year process, meaning that plans that are not immediately critical to the successful launch of the new university may be implemented after the July 2023 launch. This prioritization is not a reflection on the merits of a particular plan but a recognition of how much capacity exists to manage the amount of ongoing change.

In most cases, staff members' current jobs are very similar to the VTSU positions being identified and in some areas the number of VTSU positions may equal or exceed the current number of staff employed at CU, NVU, and VTC combined. In these situations, we will be initiating transfers for existing staff into the VTSU roles, in accordance with the terms of any applicable collective bargaining unit agreement. Staff will not have to apply for these positions but may have the opportunity to share their preferences where there is an opportunity to specialize in or focus on a particular area.

While no large-scale position elimination is being contemplated, to meet the goals laid out by the State of Vermont to reduce expenses, the number of senior and mid-level leadership positions have been and will continue to be reduced as the three institutions become one university. In those situations where

there are more incumbents than available positions within VTSU, we will work one on one with those who are not selected to find a new opportunity. Many of the positions being eliminated are already empty due to retirement or attrition.

We know this is a big change that has been a long time coming and we appreciate all the work you have done and continue to do. We wouldn't be able to do this work without you, and hope that the new structure will reduce employee burnout and allow more room for career growth and opportunities for professional development.

We continue to post new positions on the VSC and VTSU internal job boards. You can find these in UKG, under My Company > View opportunities. Everyone who is interested in applying for one of these new opportunities is encouraged to do so. We appreciate the work of the search committees in helping to identify the most qualified candidates for these positions and making recommendations to the hiring manager.

Happy Diwali!

We wish all those who celebrate a bright and happy Diwali! Diwali is on October 24 this year; it is a festival of lights that is celebrated by Hindus, Sikhs, Buddhists, and Jains and is part of a longer five-day celebration. As part of our commitment to diversity, equity, inclusion, and social justice, we encourage you to learn more about the significance of Diwali.

IT Shared Services Update: New Appointment Announcements and Answers to FAQs

We are pleased to share an update on the following job appointments for the IT Shared Services team:

- Sarah Chambers will be Director of Learning Technologies
- Erik Lightbody will be Manager of Helpdesk Services
- Steve Bohnyak will be Manager of Endpoint Systems
- Tony Harris will be Manager of Academic Systems/Support

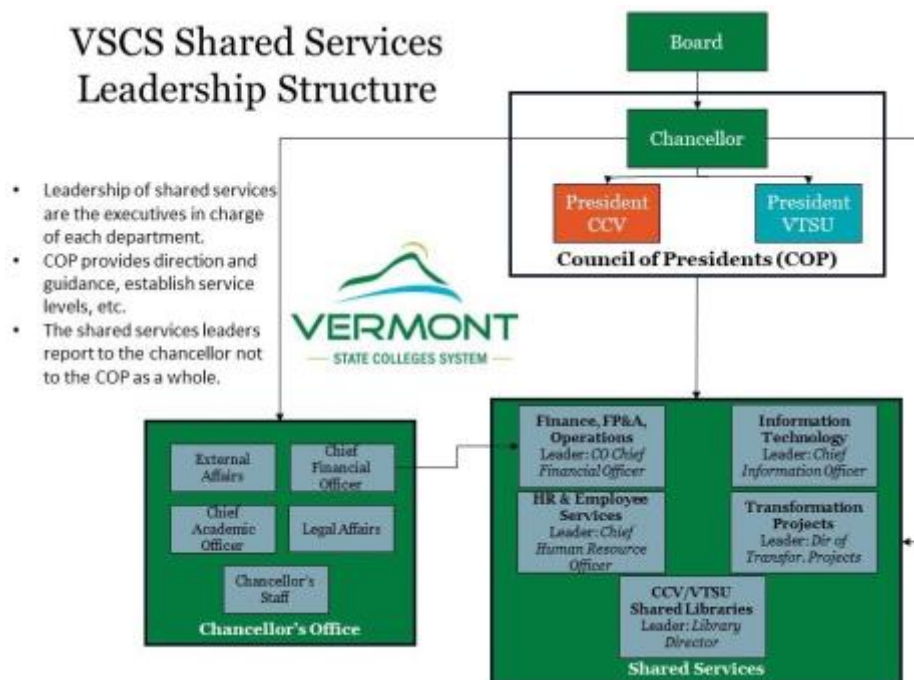
We are excited to share a brief FAQ with you with the common questions we are getting to date. If you have a question that isn't answered here, please feel free to reach out to Chief Information Officer Kellie Campbell (kcampbell@vsc.edu).

Why are we moving to a shared services model?

A shared service organization is a way of providing administrative and technical services across multiple institutions or units in a way that optimizes quality, consistency, and efficiency. It allows the institutions to focus on their primary mission while still receiving the administrative help they need. [You can find a full description of how Shared Services will work in the Vermont State Colleges System on the Transformation Website.](#)

Does this mean all IT staff are now working for the Chancellor's Office?

The short answer is no. A shared service is not the same as consolidating all these functions in a central office with central control. Shared service organizations are distinct and are organized to deliver services individually and collectively to the institutions and operating units. Shared services will have a new reporting structure that will receive direction and guidance from the Council of Presidents (COP). Full details can be seen on the following chart:



Are IT staff members on my campus going away?

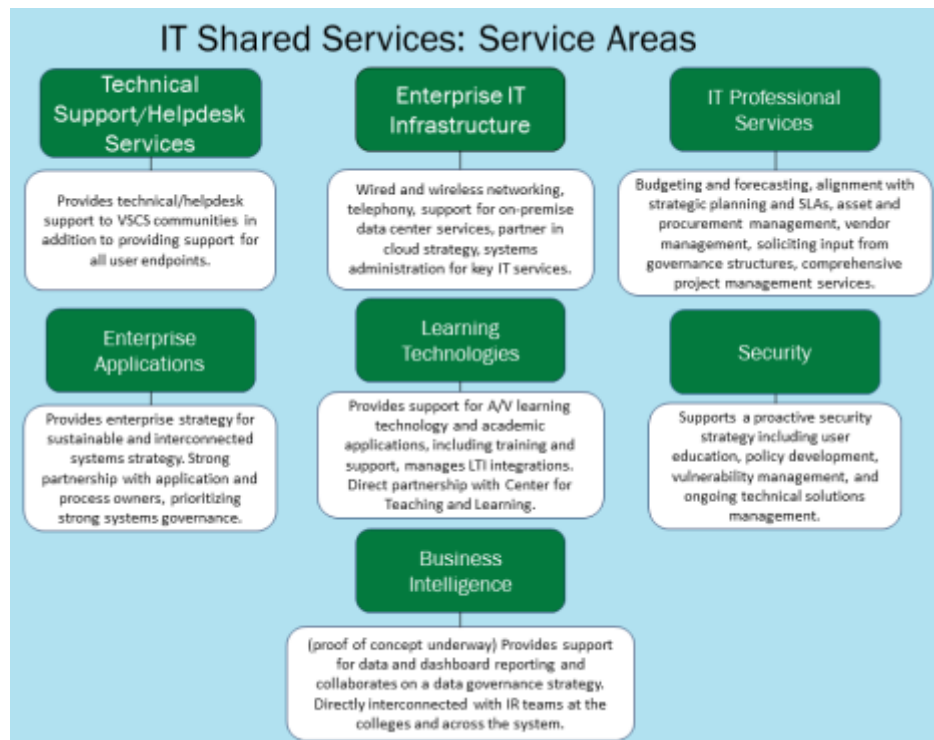
The answer is also no. IT staff will remain embedded into communities and on campuses. In fact, most want to stay right where they are. What it does mean is that IT staff will have a shift in the scope of their work, with greater collaboration between all IT folks across the system, thereby providing improved support. Staff members will have better support and resources, as well as being able to improve their specialized skills, instead of wearing many hats. Not only will this improve service, but it is intended to improve work satisfaction and limit burnout.

If I have an issue, will there be IT leadership on my campus?

IT Shared Services will have a Campus Liaison assigned to each campus and learning site around the state. This individual will be an accountable leader responsible for issue escalation as matters arise.

Will there be any change to the way I receive support?

As the IT teams are coming together, we are seeking to redesign our support processes –like many others! We wish to provide more easily accessible access to assistance for all members of the Vermont State Colleges community. Towards this end, we are crafting a clear service catalog and communication channels so you will be able to view our new support structures. Please keep an eye out for additional communication as we begin to launch this model. We will also have specific areas of support, which you can see depicted below:



Transformation Project Updates



Updates on New Student Experience Projects

With the undergraduate application launched, the team is very busy planning out and developing the next phase of the cycle including application review procedures, decision communications, financial aid budget, and offer system set-up with associated communications. Staffing design work continues and we are moving along with the transition to our team members working in their new roles in VTSU. There is a lot of time and effort going into working with external vendors to make sure legacy institutions'

online presence is accurate and transitioned to VTSU. This is an incredibly time-consuming exercise, and we would ask for everyone's patience while we work through this. The major priorities over the next couple of weeks will be to migrate all student prospect data to the new instance of Slate and to continue working on the scholarship awarding parameters for new students enrolling in 2023-2024.



1 - Castleton Campus Open House October 10, 2022

Updates on Student Success Projects

The Student Success Core team held its second meeting on October 12. Both the International Student Support team and the Health and Wellness team presented their designs to Sponsors on October 20, 2022. A task force has been launched to focus specifically on new student onboarding for the Fall 2023 cohort. This work includes online orientation, in-person orientation, and related programming. Staffing plans are also underway for all functional areas of student success.

Updates on Academic Programs Projects

Jen Garret-Ostermiller, VTSU's Director of the Center for Teaching and Learning, joins the Core Team effective this week. Undergraduate academic policy alignment is nearly complete, with only four policies remaining to be aligned. Work is now underway to align the graduate policies. Another sub team is developing guidelines for setting the course maximum capacity so that they are set consistently for all modalities and instructional locations.

We now have staff working with the curriculum committees to assist with the program approval process by checking forms for consistency and completeness and to ensure program construction is workable in Colleague. The faculty has begun the process of approving programs. Once faculty has given their approval, the program documents go to President Grewal for final approval. Be on the lookout for more details and communication on this in the coming month.

Updates on Administrative Operations Projects and Shared Services

Development of the VSCS library system design and work on library staffing plan continues. Given the time-sensitive dependency with launching a new VSC library website, the Shared Services Council has approved moving ahead to hire a new e-resources and systems librarian. Updates on the IT Shared Service progress are shared above.

Updates on Workforce Development Projects

The Workforce Core Team continues to work on defining the terms contained in the metrics the Board of Trustees approved in September. These includes, for example, defining what is meant by experiential learning and professional development will be imbedded in every degree program by 2028. The Team is working on the design of the new university's workforce team to clarify which metrics will be owned by workforce and which will be owned by the academic programs, as well as how best to support the academic side so that established metrics are met. [Additional details about the metrics were shared in the previous update.](#)

Student Advisory Council October Meeting Summary

This past Thursday, October 20, 2022, the second Student Advisory Council meeting of fall 2022 was held. In light of the feedback provided at the first SAC meeting, the focus at this meeting was to seek student feedback on three areas:

1. **Building Unique Campus Identities:** Students were presented with the descriptions that have been generated so far by students, staff, and faculty for each of Vermont State University's five main campuses. Advisory council members shared their thoughts on what is unique and special about each of their campuses.
2. **Community-Engaged Scholarship and Learning (CESL):** Present Grewal presented how CESL opportunities could be embedded in courses, service-learning projects, or internships, which are currently part of some but not all programs. One example would be the opportunity for faculty and students to work with community partners to co-envision solutions to local and global problems. Advisory Council members were interested in CESL and shared how they have seen it work in practice and how it could be further strengthened.
3. **Workforce Development Micro-Credentials:** Present Grewal also presented on embedding micro-credentials in courses so that students graduate with a degree, plus in-demand credentials both within and outside their field of study, thereby making them more attractive applicants to future employers. Advisory council members were enthusiastic about this concept and shared examples of how they could benefit from such an approach.

The Student Advisory Council's next meeting will be on November 17. In between now and then, some students will be working to provide feedback on the VSCS portal as we move towards creating VTSU's portal page.

As always, the Council's feedback was extremely helpful and greatly appreciated. We will [continue to explore opportunities with students to ensure they are practical and interesting to students. For more details, the slides and transcripts for each student advisory council meeting are posted on the transformation website within the week after the meeting.](#)

Vermont State Colleges in the News

[Researchers at NVU-Johnson are beginning a five-year regional study to figure out how to stop the spread of Lyme disease with \\$228,000 grant from CDC.](#)

[The Architectural Engineering Technology Bachelor of Science Program from Vermont Technical College received a Zero Energy Design Designation seal of recognition by U.S. Department of Energy.](#)

[Heidi Welch, Director of Music Education at Castleton, honored with Keene State College's Distinguished Alumni Award.](#)

[CCV faculty member Dr. David Tomasi was interviewed by NBC about the future of virtual reality \(VR\) as it relates to mental health.](#)

Upcoming Board and Committee Meetings



Public comment is now held at or near the start of Board and Committee meetings. [The Board Chair's Rules for Public Comment are available on the VSC website, as is a form to submit public comment before the meetings.](#)

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- *October 27, 2022 | 1:00 p.m. | Zoom | Education, Personnel, & Student Life Committee*
 - *October 27, 2022 | 2:30 p.m. | Zoom | Diversity, Equity, & Inclusion*
 - *October 31, 2022 | 1:00 p.m. | Zoom | Board of Trustees*
 - *December 5, 2022 | 1:00 p.m. | Randolph Campus | Board of Trustees*
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Additional information about Board and Committee meetings, including information on how to access the meetings can be found on the VSC website.

Feedback



If you would like to submit your thoughts regarding the ongoing system transformation or offer suggestions to a specific team, please send them to: [Engage – VSCS Transformation](#).

Are there items related to Transformation that you would like to see more of? Is there work by colleagues or students you would like to elevate? Please send suggestions for future spotlight features by emailing our Communications Assistant & Staff Writer at: aurora.hurd@vsc.edu